

ABSTRAK

Pengembangan *Smart City* di Kota Makassar memerlukan pendekatan tata kelola kolaboratif atau *Collaborative Governance* untuk mengatasi tantangan urbanisasi dan meningkatkan layanan publik berbasis teknologi. Penelitian ini bertujuan untuk menilai kinerja *Collaborative Governance* dalam pengembangan *Smart City* di Kota Makassar dengan menggunakan Matriks Kinerja *Collaborative Governance* (Emerson & Nabatchi, 2015). Matriks ini menilai kinerja berdasarkan tiga unit analisis—organisasi peserta, rezim tata kelola kolaboratif, dan sasaran target—melalui tiga level kinerja, yaitu tindakan, hasil, dan adaptasi.

Penelitian ini menggunakan metode kualitatif deskriptif untuk memahami secara mendalam penilaian kinerja *Collaborative Governance* dalam pengembangan *Smart City* di Kota Makassar. Data dikumpulkan melalui wawancara mendalam dengan tujuh informan dari berbagai pemangku kepentingan, serta analisis dokumen kebijakan dan program terkait, mencakup peraturan daerah, laporan program *Smart City*, serta publikasi akademik dan dokumen teknis dari mitra kolaborasi. Teknik analisis data yang digunakan yang terdiri dari reduksi data, penyajian data, dan penarikan kesimpulan, sementara validitas data diperkuat dengan triangulasi sumber (membandingkan informasi dari berbagai informan), triangulasi teknik (menggunakan wawancara, dan analisis dokumen).

Hasil penelitian menunjukkan bahwa keberhasilan *Collaborative Governance* di Kota Makassar didukung oleh akuisisi informasi, efisiensi biaya, kesinambungan program, peningkatan kapasitas, dan komitmen kepemimpinan. Keahlian, kesesuaian aturan, serta visi bersama menjadi elemen utama dalam efektivitas kolaborasi lintas sektor. Selain itu, program berbasis data seperti sistem *by name, by address*, inovasi teknologi digital, dan pemberdayaan masyarakat turut memastikan efektivitas kebijakan dan layanan publik. Dalam konteks dimensi *Smart City*, penelitian ini mengidentifikasi bahwa *Collaborative Governance* telah berkontribusi terhadap empat dimensi utama: *Smart Governance*, *Smart Economy*, *Smart Mobility*, dan *Smart Environment*. Inisiatif seperti *Makassar Super Apps*, program *Smart Island*, integrasi transportasi berbasis data, dan solusi berbasis alam dalam pengelolaan lingkungan menunjukkan peran kolaborasi dalam meningkatkan efisiensi tata kelola kota, daya saing ekonomi, sistem transportasi inklusif, serta keberlanjutan lingkungan. Penelitian ini merekomendasikan penguatan koordinasi lintas sektor melalui platform digital, peningkatan kapasitas SDM dalam pemanfaatan teknologi, serta diversifikasi sumber pendanaan untuk keberlanjutan program *Smart City*.

Kata kunci: *Collaborative Governance, Smart City, Penilaian Kinerja, Kota Makassar.*

ABSTRACT

The development of Smart City in Makassar City requires a Collaborative Governance approach to overcome urbanization challenges and improve technology-based public services. This study aims to assess the performance of Collaborative Governance in the development of Smart City in Makassar City using the Collaborative Governance Performance Matrix (Emerson & Nabatchi, 2015). The matrix assesses performance based on three units of analysis—participant organizations, Collaborative Governance regimes, and target goals—through three levels of performance, namely action, outcomes, and adaptation.

This study uses a descriptive qualitative method to deeply understand the performance assessment of Collaborative Governance in the development of Smart City in Makassar City. Data was collected through in-depth interviews with seven informants from various stakeholders, as well as analysis of related policy and program documents, including local regulations, Smart City program reports, as well as academic publications and technical documents from collaboration partners. The data analysis techniques used consisted of data reduction, data presentation, and conclusion drawn, while the validity of the data was strengthened by source triangulation (comparing information from various informants), triangulation techniques (using interviews, and document analysis).

The results of the study show that the success of Collaborative Governance in Makassar City is supported by information acquisition, cost efficiency, program continuity, capacity building, and leadership commitment. Expertise, compliance with rules, and a shared vision are the main elements in the effectiveness of cross-sector collaboration. In addition, data-based programs such as by name, by address systems, digital technology innovation, and community empowerment help ensure the effectiveness of public policies and services. In the context of the Smart City dimension, this study identifies that Collaborative Governance has contributed to four main dimensions: Smart Governance, Smart Economy, Smart Mobility, and Smart Environment. Initiatives such as the Makassar Super Apps, the Smart Island program, data-driven transportation integration, and nature-based solutions in environmental management demonstrate the role of collaboration in improving urban governance efficiency, economic competitiveness, inclusive transportation systems, and environmental sustainability. This research recommends strengthening cross-sector coordination through digital platforms, increasing human resource capacity in the use of technology, and diversifying funding sources for the sustainability of the Smart City program.

Keywords: *Collaborative Governance, Smart City, Performance Assessment, Makassar City.*